Is Working from the Office Losing Its Magic? Organizational Identification and Organizationally Induced Identity Work[1,2]

Ofisten Çalışmak Büyüsünü Kaybediyor mu? Örgütsel Özdeşleme ve Örgüt Kaynaklı Kimlik İşi

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Abstract

This study aims to reveal the relationship between work mode, organizational identification, and organizationally induced identity work using structural equation modeling. Data were collected from 216 employees through a survey, and one of the aims was to develop a set of exploratory items for work mode and organizationally induced identity work. The analyses reveal that organizational identification positively predicts organizationally induced identity work. It was found that organizational identification positively predicts positive evaluations of office work, but not positive evaluations of remote work. Findings also indicate that positive evaluations of remote work predict organizationally induced identity work. However, positive evaluations of office work do not predict organizationally induced identity work. The analyses also show that positive evaluations of office or remote work do not mediate the relationship between organizational identification and organizationally induced identity work. The research reveals that remote work is related to organizationally induced identity work, while office work is related to organizational identification.

Keywords: Work Mode, Organizational Identification, Organizationally Induced Identity Work, Structural Equation Modeling

Özet

Bu çalışma, çalışma türü, örgütsel özdeşleşme ve örgüt kaynaklı kimlik işi arasındaki ilişkiyi yapısal eşitlik modellemesi kullanarak araştırmaktadır. 216 çalışanın ankete katılımı ile verilerin toplandığı bu çalışmada, çalışma türü ve örgüt kaynaklı kimlik işine dair araştırma bağlamına özgü keşfedici madde seti geliştirilmesi amaçlanmıştır. Analizler, örgütsel özdeşleşmenin örgüt kaynaklı kimlik işini pozitif yönde yordadığını ortaya koymaktadır. Örgütsel özdeşleşmenin ofiste çalışmayı destekleyici değerlendirmeleri pozitif yönde yordadığı, uzaktan çalışmayı destekleyici değerlendirmeleri ise yordamadığı tespit edilmiştir. Bulgularda öne çıkan bir diğer nokta uzaktan çalışmayı destekleyici değerlendirmelerin örgüt kaynaklı kimlik işini yordaması, ofiste çalışmayı destekleyici değerlendirmelerin örgüt kaynaklı kimlik işini yordamamasıdır.

1 Ethical approval for the study was obtained from the Scientific Research and Publication Ethics Board of Adana Alparslan Türkeş Science and Technology University (Decisions dated August 18, 2021, No. 12/1 and January 26, 2022, No. 1/2).

2 This article is a revised and expanded version of a paper entitled "Çalışma Türünü İçselleştirme, Örgütsel Özdeşleşme ve Yapısal Kimlik İşi" presented at the 31st National Management and Organization Congress, Nişantaşı University, İstanbul, 21–23 September 2023.

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Özseven, M. (2026). Is Working from the Office Losing Its Magic? Organizational Identification and Organizationally Induced Identity Work. Journal of Management & Organization Studies, 11(2), 129–162. DOI: 10.71350/yoad.11.2.001

Makale Türü : Araştırma Makalesi
Başvuru Tarihi : 30.03.2026
Kabul Tarihi : 22.09.2026

Article Type : Research Article
Received : 30.03.2026
Accepted : 22.09.2026

Analizlerde, ofiste ve uzaktan çalışmayı destekleyici değerlendirmelerin örgütsel özdeşleşme ve örgüt kaynaklı kimlik işi arasındaki ilişkide aracılık rolü oynamadığı görülmüştür. Araştırma uzaktan çalışmanın örgüt kaynaklı kimlik işiyle, ofisten çalışmanın ise örgütsel özdeşleşmeyle ilişkili olduğunu ortaya koymaktadır.

Anahtar kelimeler: Çalışma Biçimi, Örgütsel Özdeşleşme, Örgüt Kaynaklı Kimlik İşi, Yapısal Eşitlik Modellemesi

Introduction

In recent years, there has been a growing interest in understanding how individuals engage in identity work and how the process of identity work develops (Ahuja, Heizmann & Clegg, 2019; Ahuja, Nikolova & Clegg, 2020; Alvesson & Robertson, 2016; Brown, 2017; Dornan, Pearson, Carson, Helmich & Bundy, 2015; Mard, 2020; Rajan-Rankin, 2014; Steffan, 2021). In these studies, it has been shown that organizational performance indicators and emotions can stimulate identity work (Ahuja et al., 2020; Rajan-Rankin, 2014; Winkler, 2018). On the other hand, Brown (2017) indicates that identity work and organizational identification could affect each other reciprocally, and the employee can have a high level of organizational identification alongside identity work. From a neo-institutional perspective, organizationally induced identity work is more likely as organizational identification increases (Brickson, 2005; Lok, 2010). Organizational identification is when an employee defines themselves in terms of organizational values, beliefs, and other organizational elements (Knippenberg & Sleebos, 2006). Organizationally induced identity work can be defined as revising personal identity in line with organizational values, beliefs, symbols, and logos (Brown, 2017; Brown & Toyoki, 2013; Serafini & Adams, 2002).

Following the COVID-19 pandemic, some companies have adopted remote and hybrid work arrangements on a permanent basis (Stoller, 2020). It is known how remote work differs from office work and the ways in which they are similar (Leonardi, Parker, & Shen, 2024). Furthermore, previous studies have shown how job satisfaction, work-life balance, autonomy, and employee well-being are affected by remote work mode (Charalampous, Grant, Tramontano & Michailidis, 2019; Garcia-Salirrosas, Rondon-Eusebio, Geraldo-Campos, & Acevedo-Duque, 2023; Winkler-Titus, Gerber, & Ngalo, 2025). These efforts indicate a desire to analyze the concept of remote work at the micro level (Marstand, Epitropaki & Kapoutsis, 2025). Accordingly, the purpose of this study is to investigate the relationship between positive evaluations of office or remote work, organizational identification, and organizationally induced identity work

using structural equation modeling. The study examines whether organizational identification and organizationally induced identity work, commonly associated with office work, are also present in remote work. Specifically, the first contribution of this study is to investigate the concept of identity work from the institutional perspective, and to indicate its relationship with organizational identification, which has a prominent role in organizational behavior studies. The second contribution of the study is to show whether organizational identification and organizationally induced identity work occur among employees who have positive evaluations of remote work. So, the relationship between work mode, organizational identification and organizationally induced identity work will be shown by analyzing the mediating role of office and remote work. The final contribution of the study is to develop an exploratory set of items specific to the research context for organizationally induced identity work, positive evaluations of office and remote work and to illustrate how organizationally induced identity work can be operationalized empirically in organizational theory studies.

The article first presents the theoretical framework and research method, followed by the findings and a discussion of their relationship to previous research. It concludes with the study's implications and limitations.

Theoretical Framework

Watson (2008, p. 129) defines identity work as "the reshaping of an individual's identity between the identity he/she carries and the identity he/she wants to create, depending on the context in which he/she lives." Identity work is the process of creating, revising and reconstituting personal values and beliefs that distinguish people from others (Beech, 2008; Sveningsson & Alvesson, 2003, p. 1165). Previous studies indicate that the organizational and social contexts affect identity work (Burke, 1980; Brown & Toyoki, 2013; Creed, DeJordy & Lok, 2010; Robertson, 2011; Stryker & Burke, 2000; Simpson & Carroll, 2008). Since the roles played in the organization are external, and how the individual defines themselves is internal, there is a difference between the organizational and personal identity work (Brown, 2015; 2019; Robertson, 2011; Stryker & Burke, 2000). Brown and Toyoki (2013) give an example from the Helsinki prison and show that organizations affect the identities of employees through the rules, routines and processes. Brown (2019, p. 12) states that the individual should be free and stay connected to the organization in deciding the personal identity. Accordingly, the roles played by the individual have an effect on identity construction (Simpson & Carroll, 2008). In addition, it can be claimed that images can also affect identity

construction (Burke, 1980; Stryker & Burke, 2000). Another influencing factor in identity work is context (Beech, 2008; Foote, 1951; Riley & Burke, 1995). Beech (2008) shows that if the personal identity fits in the context, the identity in line with the context is adapted; conversely, if it conflicts with the context, the identity is maintained by rejecting the identity change. Burke (1997, p. 148) shows that an individual's identity work can be shaped in line with the communities. Beech, MacIntosh and McInnes (2008, p. 963) indicate that an individual's identity work is affected by the image where it is culturally embedded, and how the individual is classified in the structure. Beech, Gilmore, Hibbert and Ybema (2016, p. 517) mention that identity work can also be performed according to the perception of the individual during the work. Accordingly, it is seen that different modes of identity work are defined in the literature as 'discursive', 'socio-cognitive', 'symbolic', 'dramaturgical' and 'physiodynamic' (Brown, 2017, p. 302, 304). In discursive identity work, identity work is shaped according to the language used by the individual (Brown, 2017, p. 301). In dramaturgical identity work, identity is shaped by the social function, which is the determinant factor of behavior with whom the relationship is built (Brown, 2017, p. 301-302). If individuals shape their identities using cognitive mechanisms as a result of interaction with the environment, it can be claimed that there is a sociocognitive identity work (Ashforth & Mael, 1989, p. 21; Brown, 2017, p. 301-304). If the identity changes with the adaption of objective symbols (such as art objects, individual ownership, office distance, anthems and flags), the symbolic identity work is performed (Brown, 2017, p. 301). Identity change through unconscious ego defense is called 'physiodynamic identity work' (Brown, 2017, p. 301). Caza, Vough & Puranik (2018) define identity work as 'cognitive', 'discursive (Similar to Brown, 2017)', 'physical', and 'behavioral'. Caza et al. (2018) distinguish cognitive identity work, based on cognitive processes; physical identity work, based on job-related physical characteristics; and behavioral identity work, based on patterns of behavior associated with performing a job.

Organizationally induced identity work refers to employees' construction of identities in response to how an organization defines them, its symbols, logos, uniforms, work environment, values and beliefs, and the events it experiences (Brown, 2017; Brown & Toyoki, 2013; Serafini & Adams, 2002). The term 'organizationally induced' is used because identity work is shaped by organizational elements. Although organizationally induced identity work encompasses the forms identified by Brown (2017), these elements manifest as an integrated form within the organization. The definition of organizationally induced identity work in this

study can be interpreted as the influence of organizational-level structures on individual elements, as defined by Thornton, Ocasio and Lounsbury (2012).

Brown (2017) indicates that identification is shaped in line with the identity work mode. According to Mael and Ashforth (1992, p. 104), organizational identification is an individual's sense of unity with, and self-definition in relation to, the organization. Mael and Ashforth (1992, p. 104-105) indicate that organizational identification is a part of social identification, where individuals identify themselves with a social group. They continue to state that organizational identification is the individual's identification with the organization. While organizational identification is an individual's internalization of the values of any organization, Knippenberg and Sleebos (2006, p. 579) point out that organizational identification is more closely related to organizational interests than to individual ones. Due to the self-referential nature of identification, organizational prestige becomes one of the main elements of organizational identification (Knippenberg & Sleebos, 2006, p. 579). Riketta (2005, p. 371-372) shows that organizational identification has a strong relationship with organizational commitment. Organizational commitment is the acceptance of goals and values of the organization, and the continuation of membership in the organization (Mael & Ashforth, 1992, p. 105).

The institutional logics perspective holds that phenomena at the macro, meso, and micro levels, including identity, are shaped by prominent institutional structures (Creed et al., 2010; Lok, 2010; Thornton & Ocasio, 1999; Thornton et al., 2012). The relationship between identity and institutional logic can also be inferred from organizational identification (Brickson, 2005). Brickson (2005) argues that personal identities are related to organizational identities, and Greenwood, Raynard, Kodeih, Micelotta, & Lounsbury (2011) argue that organizational identities play a role in responding to institutional complexity stemming from multiple institutional structures. There are also studies in the literature that support this argument (Jay, 2013; Özseven & Danışman, 2017). While March and Olsen (2004) point out that different identities can be constituted within the same organization, a uniform identity is usually constituted at the micro level according to the institutional logic perspective (Thornton & Ocasio, 2008; Thornton et al., 2012). Lok (2010) indicates that managers shape their identities according to their stakeholders. These arguments lead to the following hypothesis:

H1: Organizational identification is positively related to organizationally induced identity work.

How is organizational identification related to positive evaluations of office or remote work? Remote work is a psychological and temporary distance from the office, where the material, social, and symbolic resources of the office act as a prism (Leonardi et al., 2024). In the literature, there is a growing interest in revealing the relationship between office and remote work and their effects on employees and organizations (Anderson, Kaplan & Vega, 2015; Charalampous et al., 2019; De Menezes & Kelliher, 2017; Gajendran, Harrison & Delaney-Klinger, 2015; Martin & MacDonnell, 2012; Vander Elst, Verhoogen, Sercu, Van den Broeck, Baillien, & Godderis, 2017; Vitterso, Akselsen, Evjemo, Julsrud, Yttri & Bergvik, 2003). Proximity to organizational resources and symbols in the office may encourage employees to identify with organizational values and symbols (Leonardi et al., 2024). Individuals who have positive evaluations of office work can be more embedded in organizational resources and symbols, and construct their identities in line with the organizational structure (Lok, 2010). Thus, for individuals who have positive evaluations of office work, the relationship between organizational identification and organizationally induced identity work differs because of the influence of symbols and resources in the office (Leung, Zietsma & Peredo, 2014). Based on these explanations, the following hypotheses are developed:

H_2: Organizational identification is related to having positive evaluations of office work.

H_3: Positive evaluations of office work are positively related to organizationally induced identity work.

H_4: Positive evaluations of office work positively mediate the relationship between organizational identification and organizationally induced identity work.

Gajendran and Harrison (2007) show that there is a positive relationship between remote working and the level of freedom. Gajendran et al. (2015, p. 380) showed that remote work is effective on individual freedom. Similarly, Charalampous et al. (2019, p. 56) indicate that autonomous working increases job satisfaction in remote professionals. Gajendran et al. (2015, p. 379) indicate that when telecommuting normatives are lower, performance can be higher in telecommuting. On the other hand, Vander Elst et al. (2017) state that autonomy cannot be related to remote work why there can be a problem of focusing on certain jobs in remote work. In previous studies, it has been also revealed that remote work makes employees feel better in terms of having positive emotions (such as happiness and fun) (Anderson et al., 2015, p. 892; Charalampous et al., 2019, p. 63). Charalampous et al. (2019, p. 63) state that these positive emotions

will increase the level of organizational commitment of an employee. Anderson et al. (2015, p. 892) state that social ties built outside the workplace are effective in making the employee feel better when working remotely. In the literature, there are indications that although remote working has a positive effect on the development of positive emotions in the employee, and increases job satisfaction and organizational commitment, autonomous work can induce social isolation (Bartel, Wrzesniewski, Wiesenfeld, 2012; Charalampous et al., 2019, p. 66; Van Horn, Taris, Schaufeli & Schreurs, 2004). It is seen that remote workers who lack the support of their colleagues face high levels of emotional exhaustion, cynicism and cognitive stress, and low levels of work engagement (Vander Elst et al., 2017, p. 183). Vitterso et al. (2003, p. 217) show that while working at home is becoming popular (being close to family, children and friends), it does not have a significant effect in terms of control, flexibility and concentration. In contrast to these arguments, Charalampous et al. (2019, p. 60) indicate that there are also studies that show a positive relationship between organizational commitment and remote work (De Menezes & Kelliher, 2017; Martin & MacDonnell, 2012; Pianese, Errichiello, & da Cunha, 2023; Presbitero & Aruta, 2024). From these arguments, it can be concluded that as an employee's organizational identification increases, positive evaluations of remote work decrease.

Previous studies have shown that context, role, discourses, and physical dynamics are all effective in the process of identity work (Beech et al., 2008; Burke, 1997; Caza et al., 2018; Brown, 2017). So, how are spatial conditions in which work is performed (office work) and places where these spatial conditions do not exist (remote work) associated with identity work? The more a person identifies themselves with the organization, the more s/he wants to be closer to organizational elements (Leonardi et al., 2024). Since they are distant from organizational symbols, resources, and structure, the construction of a new identity in line with organizational elements cannot be seen in employees who work remotely (Brown, 2017; Leonardi et al., 2024). Thus, positive evaluations of remote work are expected to negatively mediate the relationship between organizational identification and organizationally induced identity work. Based on these explanations, the following hypotheses are developed:

H_5: Organizational identification is related to having positive evaluations of remote work.

H_6: Positive evaluations of remote work are negatively related to organizationally induced identity work.

H_7: Positive evaluations of remote work negatively mediate the relationship between organizational identification and organizationally induced identity work.

Field research has been performed to test these hypotheses.

Method

As mentioned above, it is known how the new identity has been constituted (Ahuja et al., 2019; Ahuja et al., 2020; Brown & Toyoki, 2013; Brown, 2019; Dornan et al., 2015; Mard, 2020; Rajan-Rankin, 2014; Steffan, 2021; Stryker & Burke, 2000). In this study, the relationship between the positive evaluations of office and remote work, organizationally induced identity work and organizational identification is revealed. The quantitative research paradigm was used to test the hypotheses in this study, and the survey method was used to collect the research data. The kind of identity work the participants performed was assessed using four questions developed by drawing on the studies of Serafini and Adams (2002, p. 370) and Brown (2017). To measure organizational identification, the scale adapted from Mael and Ashforth (1992) and Mael and Tetrick (1992) was used. Whether the employees have positive evaluations of office or remote work was identified through the interviews conducted before the survey method. Interviews were conducted based on a semi-structured interview form. This form was approved by the Adana Alparslan Türkeş Science and Technology University Scientific Research and Publication Ethics Board's decision dated August 18, 2021, and numbered 12/1. Verbal consent from volunteers was obtained as well. During these interviews, participants were asked questions to reveal the dynamics that are associated with positive evaluations of office and remote work. These questions are: "*What are the effects of remote work on you?*"; "*How has your daily work been affected by the remote work?*"; "*How does remote work affect you compared to working in an office?*". (In research, "remote work" is used interchangeably with "positive evaluations of remote work" and "office work" is used interchangeably with "positive evaluations of office work.") Two interviews were conducted face-to-face and one interview was conducted online. These three participants had been working in an office, and after the COVID-19 pandemic they switched to remote work mode. The interviews lasted an average of 30 minutes and then, survey questions on work mode were produced by content analysis (Weber, 1990).

The requirement for participation in the survey is to have experience of working in the office or remotely. Employees working in private companies who meet those criteria were selected using a convenience sampling method (Golzar, Noor & Tajik, 2022). The survey form was prepared by using a 5-point Likert scale.

It was approved by the Adana Alparslan Türkeş Science and Technology University Scientific Research and Publication Ethics Board's decision dated January 26, 2022, number 1/2. The survey was administered to 171 participants online and to 71 participants face-to-face. As explained above, the study was primarily focused on employees who have experienced office work or remote work; therefore, no specific sector or company was targeted for the survey. Consent to participate was obtained through a voluntary participation form or a consent option (in online surveys) at the beginning of the surveys. Anonymization was done where relevant data did not point to any individual or organization. Care was also taken to ensure that the collected data was stored in a way that was accessible only to the researcher. Following the collection of the questionnaires, data preparation was performed. IBM SPSS and Amos software were used in data analysis. A total of 242 responses were collected from the surveys conducted between May 2022 and July 2022. However, one of the responses was not included in the analysis due to the fact that the voluntary participation form could not be obtained. Additionally, six responses were not included in the analysis because they were completed carelessly. In these six surveys, it was observed that participants provided "straight-line" responses by assigning the same value to every question (including demographic variables); consequently, it was concluded that these six surveys were completed carelessly. Before proceeding with the data analysis, it was detected that 14 cells in the responses were missing. The randomness of the missing data was tested using Little's MCAR test, and according to the results of Chi-Square = 197.195, DF = 178, Sig. = 0.154, it was concluded that the missing data are random (Bennett, 2001). The replace mean method was used to assign values to these 14 missing data points (Bennett, 2001), and thus outlier analysis was performed on 235 data points. In outlier analysis, Z Outlier, Mahalanobis distance, Cook's distance, and Leverage Values were used together. Cook's distance values range between 0.0 and 0.04766. In this study, which did not involve a large sample size (N=235), a Cook's distance threshold of <1.0 was accepted, and it was concluded that no outliers were found in terms of Cook's distance values in any of the surveys (Belsley, Kuh & Welsch, 2005). Subsequently, a Leverage value of 0.1702 (2*(19+1)/235) was used as the basis for 19 items, and 10 surveys with values above 0.1702 (In the Mahalanobis analysis, $p<0.001$ was taken as the threshold value and accordingly, 5 of these 10 surveys were also found to be outliers in terms of Mahalanobis distance) were removed from the dataset. In the Z outlier, 9 data points that did not meet the ±2 threshold were eliminated (Shiffler, 1988). In this way, 19 survey questionnaires with outliers were eliminated, and the data

was prepared for structural equation modeling, allowing for analysis of a total of 216 data points. According to the literature, the number of 216 can be considered sufficient to test whether variables affect each other by setting up a structural equation model (Wolf, Harrington, Clark, & Miller, 2013).

Table 1. Descriptive Statistics

Variable							
Age	18-24	25-29	30-39	40-49	50-59	60-64	65 and over
	5,1 % (n=11)	20,8 (n=45)	49,5 (n=107)	16,2 (n=35)	3,7 (n=8)	1,9 (n=4)	2,8 (n=6)
Position	Non-administrator	Chief (As a Job Level)	Assistant Manager and Manager	General Manager and CEO	Owner of the Company		
	71,3 % (n= 154)	3,7 (n=8)	20,4 (n=44)	2,3 (n=5)	2,3 (n=5)		
Revenue per Month (TL)	4250-6000	6000-8000	8000-10000	10000-12500	12500-20000	20000 and over	
	11,1 % (n=24)	15,7% (n=34)	18,5 (n=40)	21,3 (n=46)	22,7 (n=49)	10,6 (n=23)	
Work mode before the pandemic	Office	Remote	Hybrid				
	84,3 % (n=182)	9,7 (n=21)	6 (n=13)				
Work mode after the pandemic (May-July 2022)	Office	Remote	Hybrid				
	37% (n=80)	38,9 (n=84)	24,1 (n=52)				

*: Service: 68,5%, Industrial: 31,5; Women: 43,5%, Men: 56,5%

The descriptive statistics of the participants can be seen in Table 1. 5,1 percent of the respondents are 18-24, 20,8 percent are 25-29, 49,5 percent are 30-39, 16,2 percent are 40-49, and 3,7 percent are 50-59, 1,9 percent are in the 60-64 age range, and 2,8 percent are aged 65 and over. 43,5 percent of the participants in the research were women; 56,5 percent of them are men. 68,5 percent of the respondents work in companies in the service sector (airline, bank, academy, education, logistics, health, software, tourism); 31,5 percent of the respondents work in companies in industry (chemistry, manufacturing, energy, automotive, iron and steel, agricultural irrigation). 71,3 percent of the participants in the research are not in any managerial position. 3,7 percent are Chiefs and 20,4 percent are Assistant Manager and Manager, 2,3 percent are CEO and General Manager, and 2,3 percent are business owners. Participants have different income levels. While 84,3 percent of the participants were working in the office before the pandemic, 9,7 percent of them were working remotely; 6 percent of them are in the hybrid work mode. 37 percent of the participants have worked in the office

after the pandemic, 38,9 percent of them have worked remotely, and 24,1 percent of them have worked in hybrid mode.

Dealing with Common Method Bias

Certain precautions were taken during data collection in order to minimize common method bias. Attention was paid to ensuring that the findings do not point to any particular person, profession, business, or sector. Furthermore, questions were asked to participants under separate headings. Possible common method bias was tested using the Harman One-Factor test. In this test, where Principal Component Analysis was used as the Extraction Method, the percentage of total variance explained by the first factor was calculated as 31.363. Since this value is lower than 50%, it indicates that methodological bias was not found in this data (P.M. Podsakoff, N. P. Podsakoff, Williams, Huang & Yang, 2024). However, the fact that items belonging to the same variable were presented within a similar structure, that participants answered the questions at a single point in time, and that the survey was administered using the same instrument create limitations regarding common method bias (P.M. Podsakoff, N. P. Podsakoff, Williams, Huang & Yang, 2024).

Data Normality and Correlation between Factors

The variables to be included in structural equation modeling were examined, and whether these variables had any correlation with age, gender, and income level was investigated. As shown in Table 2, age has a negative correlation of -0.243 with organizationally induced identity work and -0.178 with positive evaluations of remote work, $p < .01$. Gender has a positive correlation of 0.171 with positive evaluations of remote work and a negative correlation of -0.164 with positive evaluations of office work, $p < .05$ (Coding schema - Women:1, Men: 2). Income has a negative correlation of -0.146 with positive evaluations of office work, $p < .05$. A positive correlation of 0.432 was found between organizational identification and organizationally induced identity work, and a positive correlation of 0.231 was found between positive evaluations of office work and organizationally induced identity work, $p < .01$. A positive correlation of 0.330 was found between positive evaluations of office work and organizational identification, and a negative correlation of -0.621 was found between positive evaluations of office work and positive evaluations of remote work, $p < .01$.

Since there was no high correlation between demographic factors such as age, gender, and income and the factors to be included in the structural equation model, it was concluded that there was no need to assign a control variable.

Table 2. Results of Pearson Correlation, Mean, Skewness (Skew.) and Kurtosis (Kurt.)

	Organizationally Induced Identity Work	Organ. Ident.	Remote Work	Office Work	Age	Gender	Income	N	Mean (S.E.)	Skewness (S.E.)	Kurtosis (S.E.)
Organizationally Induced Identity Work	1,000							216	3,12 (1,01)	0,187 (,166)	-,897 (,330)
Organizational Identification	,432**	1,000						216	3,87 (,77)	-,574 (,166)	,304 (,330)
Remote Work	0,130	-0,055	1,000					216	3,59 (1,02)	-,574 (,166)	-,540 (,330)
Office Work	,231**	,330**	-0,621**	1,000				216	3,27 (1,03)	-,248 (,166)	-,731 (,330)
Age	-0,243**	0,000	-0,178**	0,005	1,000						
Gender	0,087	0,066	0,171*	-0,164*	0,136*	1,000					
Income	-0,115	0,077	0,037	-0,146*	0,391**	0,203**	1,000				

S.E.: Standard Error; **. Correlation is significant at the 0.01 level (2-tailed); *. Correlation is significant at the 0.05 level (2-tailed).

Another point examined in the analyses is whether the data show a normal distribution. Since the Skewness and Kurtosis values in Table 2 are between -1<x<+1, it can be said that the data are normally distributed (Kalaycı, 2018). In addition, the presence of multicollinearity among the factors was also examined, and the results are presented in Table 3.

Table 3. Multicollinearity Matrix

Model	Condition Index	Standardized Coefficients	t	Sig.	Collinearity Statistics	
		Beta			Tolerance	VIF
(Constant)	1		-2,028	0,044		
Organizational Identification	19,04	0,337	5,327	0,000	0,854	1,170
Remote Work	5,334	0,364	4,770	0,000	0,589	1,698
Office Work	12,36	0,346	4,289	0,000	0,526	1,900

Dependent Variable: Organizationally Induced Identity Work

According to the Variance Inflation Factor (VIF) and tolerance values in Table 3, multicollinearity was not found between the variables. While Condition Index values above 10 for factors such as having positive evaluations of office work and organizational identification partially induce a limitation, there is also a view in the

literature that although values between 10 and 30 indicate a multicollinearity problem, it is not as strong as when values are higher than 30 (Kim, 2019). It can be said that there is no multicollinearity problem among the variables based on the values in Table 3. VIF values, which indicate the absence of multicollinearity among factors, are between 1<x<5, again indicating the absence of multicollinearity among factors (Vatcheva, Lee, McCormick & Rahbar, 2016).

Research Models and Measurement Reliability and Validity

The models set to test the hypotheses are shown in Figure 1 and Figure 2. A simple effect model illustrating the total effect of organizational identification on structural identity work is shown in Figure 1. The research model that will test the mediation role of adopting the work mode in the relationship between organizational identification and structural identity work is shown in Figure 2.

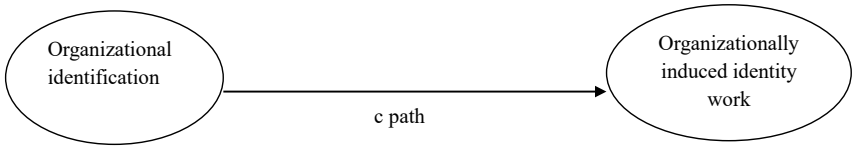


Figure 1. Measuring the Total Effect of Organizational Identification on Organizationally Induced Identity Work in a Simple Effect Model

Source: This figure was drawn with inspiration from Gürbüz (2024, p. 111).

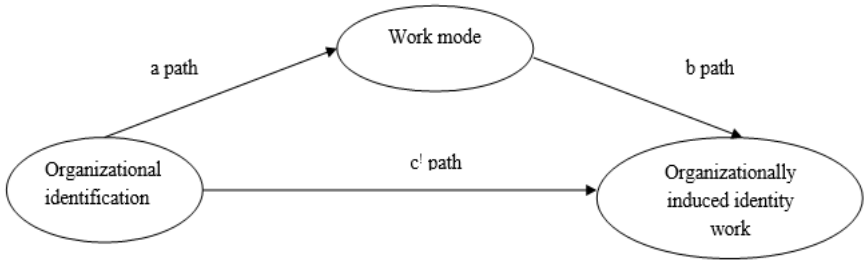


Figure 2. Research model to test the Mediating Role of Work Mode in the Relationship between Organizational Identification and Organizationally Induced Identity Work

Source: This figure was drawn with inspiration from Gürbüz (2024, p. 111).

Since the V4 Standardized Path Coefficient was 0.456 in the first Confirmatory Factor Analysis (CFA) ($p<0.001$), it was not included in the second CFA. The goodness-of-fit values for Model 1 of CFA with 19 variables including V4 (*When working remotely, I can set my own working hours.*) and Model 2 of CFA with 18 variables excluding V4 are shown in Table 4. Both models have good goodness-of-fit values, and the V4 model, which has a standard coefficient below 0.50, was excluded from the analysis **(**Gürbüz, 2024, p. 91). Modified Model 2 is shown in Figure 3. The modification index (M.I.) of e11-e12 is 7.979, of e12-e13 is 32.768, and of e16-e19 is 6.052. Therefore, covariance assignment was performed between these error terms. Variables with high modification indices also have similar expressions in theory. In this way, the goodness-of-fit values in Modified Model 2 shown in Table 4 were obtained.

Table 4. Goodness-of-fit Values of Confirmatory Factor Analyses

Model	CMIN	DF	P	CMIN/DF	CFI	NFI	RMSEA	RMR	GFI	AGFI
Modified Model 1 (Number of Items: 19)	258,551	142	,000	1,821	,955	,907	,062	,080	,890	,853
Model 2 (Number of Items: 18)	279,577	129	,000	2,167	,940	,896	,074	,076	,871	,829
Modified Model 2 (Number of Items: 18)	218,678	126	,000	1,736	0,963	,918	0,058	0,070	0,899	0,864

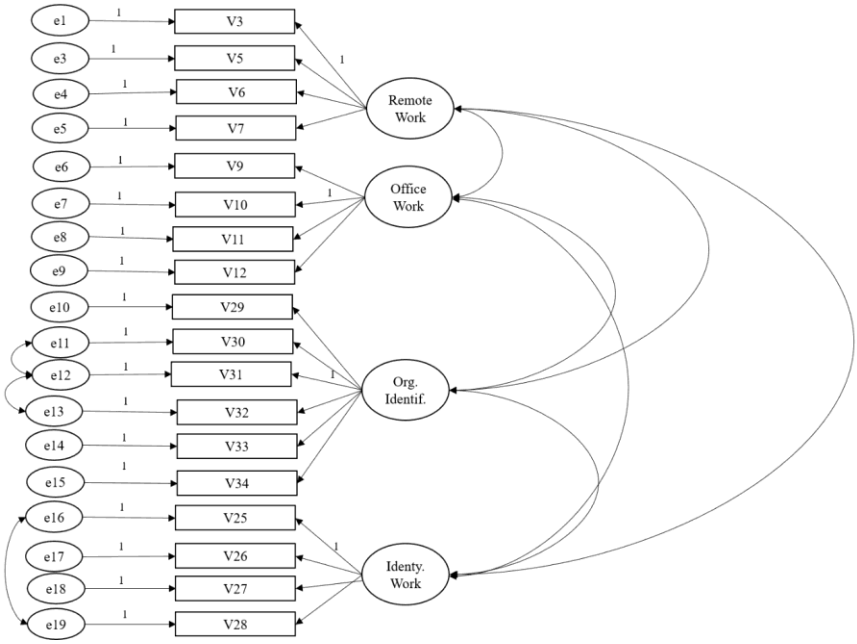


Figure 3. Confirmatory Factor Analyses (CFA) (Modified Model 2)

Table 5 shows the values of CFA (Modified Model 2). The Maximum Likelihood Estimation Method was used in the model. For a univariate normal distribution, Skewness /Kurtosis values are expected to be between -1 < x < +1, and the critical ratios of Skewness/Kurtosis are expected not to exceed the threshold of ±3 (Sathyanarayana, 2026). The values of V9 (Kurt. =-1.039), V25 (Kurt. =-1.108), V26 (Kurt. =-1.229), V27 (Kurt. =-1.016), and V31 (Skew. =-1.251 and Kurt. =2.409) do not comply with the threshold values. Except for V31, the values of the other variables are very close to the threshold value. The Skewness critical ratios of variables: V3 (-3,239), V7 (-3,286), V30 (-5,174), V31 (-7,503), V32 (-5,127), V33 (-4,321), and V34 (-4,817), and the Kurtosis critical ratios of variables: V9(-3,116), V25(-3,324), V26 (-3,688), V27 (-3,049), and V31 (7,228) are not within the threshold ranges of a univariate normal distribution. Skewness critical ratios are well above the threshold except for V3 and V7. Kurtosis critical ratios are close to the threshold except for V31.

The key indicator that the normality assumption is met in the CFA model is the multivariate value being 10.104. The literature also indicates that if this value exceeds 5.0, the data do not follow a multivariate normal distribution (Mardia, 1970; Wulandari, Sutrisno & Nirwana, 2021). However, it is also observed that there are sources stating that if this value is just slightly above the threshold of 10, the multivariate normality index is considered borderline and there is no condition in the data that severely violates the assumption of normal distribution (Gürbüz, 2024, p. 73). Therefore, a Bollen-Stine bootstrap analysis was also conducted to determine whether the data met the normality assumption. In this analysis, 500 bootstrap samples were used, 95% Bias-Corrected and Percentile Confidence Intervals were applied, and the robustness of the results was tested. The analysis results are as follows: the model fit better in 498 bootstrap samples, it fit about equally well in 0 bootstrap samples, it fit worse or failed to fit in 2 bootstrap samples, testing the null hypothesis that the model is correct, Bollen-Stine bootstrap p=0,006. Results of Bollen-Stine bootstrap analysis indicate that statistically, the model's fit to the data is inadequate. In the Bollen-Stine bootstrap analysis, the goodness-of-fit values were calculated to be the same as those for Modified Model 2 (Number of Items: 18) in Table 4. When the goodness-of-fit values in Table 4, Mardia multivariate kurtosis critical ratio and Bollen-Stine bootstrap analyses are evaluated together, it is concluded that the multiple normality index is at the border and there is no situation that excessively violates the normal distribution in the data (Gürbüz, 2024, p. 73). As a result of the

Modified Model 2 (Number of Items: 18) and Bollen-Stine bootstrap analysis, the scores in Table 5 were found to be identical; in other words, there was no change in the values. The ß$_0$ values of all variables were above 0.50. Given that there are opinions in the literature suggesting that values above 0.50 are acceptable, a structural equation model including these items was used to test the hypotheses (Gürbüz, 2024, p. 91). Survey questions included in the analysis are presented in the appendix.

Table 5. Factor Analysis and Confirmatory Factor Analyses

Factor/Variable	Factor Rate (Explorator y Factor Analysis)*	Confirmatory Factor Analyses (Modified Model 2)					Cronb. Alpha	AVE	Composite Reliability
Organizational Identification		Skew.	c.r.	Kurt.	c.r.	ß$_0$**			
V34	,620	-,803	-4,817	-,092	-,276	,718	0,880	0,543	0,87
V33	,787	-,720	-4,321	-,451	-1,352	,842			
V32	,894	-,854	-5,127	,401	1,203	,735			
V31	,857	-1,251	-7,503	2,409	7,228	,616			
V30	,763	-,862	-5,174	,753	2,258	,666			
V29	,748	-,468	-2,807	-,889	-2,666	,819			
Remote Work									
V7	,605	-,548	-3,286	-,655	-1,964	,871	0,898	0,691	0,89
V6	,604	-,478	-2,869	-,837	-2,510	,900			
V5	,650	-,341	-2,049	-,941	-2,824	,826			
V4	,878	---	----	---	---	----			
V3	,659	-,540	-3,239	-,612	-1,836	,719			
Identity Work***									
V28	,535	-,369	-2,216	-,835	-2,505	,682	0,866	0,643	0,87
V27	,860	,290	1,738	-1,016	-3,049	,879			
V26	,878	,062	,369	-1,229	-3,688	,782			
V25	,920	,243	1,455	-1,108	-3,324	,852			
Office Work									
V12	,759	-,045	-,272	-,848	-2,543	,826	0,910	0,724	0,91
V11	,884	-,257	-1,545	-,845	-2,534	,921			
V10	,915	-,233	-1,399	-,891	-2,674	,894			
V9	,816	-,257	-1,544	-1,039	-3,116	,754			
KMO=	,871		Multivariate	36,896	10,104				

ß$_0$: Standardized Path Coefficient

*: These factor loadings represent the factor loadings obtained from the results of the exploratory factor analysis.

**: Significant at p<0.001

***: In the remainder of the article, 'identity work' refers specifically to organizationally induced identity work.

The Cronbach's alpha value for this four-factor instrument was calculated as 0,795; so, the reliability of the scale has been ensured (Kalaycı, 2018, p. 405). Since

the Cronbach's Alpha values calculated for each factor were also above 0.80, it can be said that the scales are highly reliable (Kalaycı, 2018, p. 405). For the validity and reliability of the measurement model, the Average Variance Extracted (AVE) and Composite Reliability (CR) values were calculated. The calculated values were as follows: for organizational identification AVE: 0,543, CR: 0,87, remote work AVE: 0,691, CR:0,89, organizationally induced identity work AVE: 0,643, CR: 0,87, office work AVE: 0,724, CR:0,91. The AVE value, which indicates convergent validity among the dimensions of the factor, is expected to be greater than 0,50, and the Composite Reliability value is expected to be greater than 0,70 and the AVE value (Gürbüz, 2019; Gürbüz 2024; Hair, Black, Babin, & Anderson, 2014). The calculated values were parallel to the expected values in the literature.

The square root of the calculated AVE value for each factor was considered when assessing discriminant validity. The following values were obtained: 0,736 for the organizational identification; 0,831 for remote work; 0,802 for identity work; 0,851 for office work. These calculated values are expected to be higher than the correlation values to determine whether discriminant validity is achieved (Fornell & Larcker, 1981; Gürbüz, 2024, p. 86).

Table 6. Fornell-Larcker Matrix

Factor	Organizationally Induced Identity Work	Organizational Identification	Remote Work	Office Work
Organizationally Induced Identity Work	(0,802)			
Organizational Identification	,432	(0,736)		
Remote Work	0,130	0,055	(0,831)	
Office Work	,231	,330	0,621	(0,851)

Note: Values in parentheses represent √AVE scores. The other values are the absolute values of the Pearson correlation (|r|).

As can be seen in Table 6, these values are higher than the correlation values, and it can be said that discriminant validity is supported among the factors included in the model. Finally, the Heterotrait-Monotrait Ratio of Correlations (HTMT) values were calculated and presented in Table 7. To determine the HTMT values, the average of the correlations between the items of different constructs was calculated first (A). Subsequently, the average of the correlations between the items within the constructs themselves was calculated. These calculated values were multiplied, and then, the square root of the resulting product was taken (B). Finally, the HTMT values were obtained by dividing A by

B (Henseler, Ringle & Sarstedt, 2015). The values shown in Table 7 are less than 0.85, indicating that discriminant validity is supported (Alarcón, Sánchez & De Olavide, 2015).

Table 7. Heterotrait-Monotrait Ratio of Correlations (HTMT)

Factor	Organizationally Induced Identity Work	Organizational Identification	Remote Work	Office Work
Organizationally Induced Identity Work				
Organizational Identification	0,486			
Remote Work	0,147	0,09		
Office Work	0,260	0,361	0,687	

Findings

First, the direct effect of organizational identification on organizationally induced identity work was measured. The resulting structural equation model is shown in Figure 4.

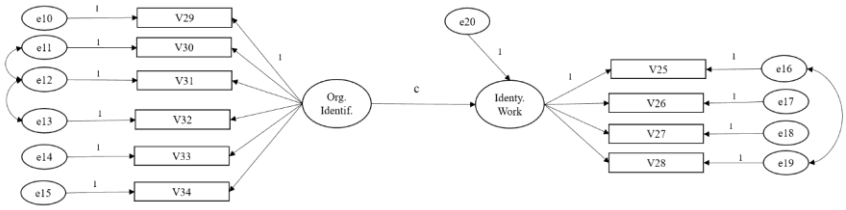


Figure 4. Modified Structural Equation Model of Direct Effect of Organizational Identification on Organizationally Induced Identity Work

The model fit indices (N=216) for the model that measures the direct effect of organizational identification on organizationally induced identity work are shown in Table 8. In the initial model, since the modification index (M.I.) of e1-e12 is 7.958, of e12-e13 is 32.110, and of e16-e19 is 6.973, covariance was assigned between these error terms. Variables with high modification indices also have similar theoretical expressions. In this way, the goodness-of-fit values in the modified model shown in Table 8 were obtained.

Table 8. Model Fit Indices of the Direct Effect of Organizational Identification on Organizationally Induced Identity Work

Model	CMIN	DF	P	CMIN/DF	CFI	NFI	RMSEA	RMR	GFI	AGFI
Initial Model	140,735	34	,000	4,139	,910	,886	,121	,096	,877	,802
Modified Model	78,485	31	,000	2,532	,960	,936	,084	,081	,934	,884

These values indicate that the model is acceptable. According to the structural equation model, organizational identification was found to be positively related to organizationally induced identity work (β= 0,494; p<0,01). Thus, H_1 has been supported.

Then, two separate models were tested to indicate any possible mediating role of work mode in the relationship between organizational identification and organizationally induced identity work. The structural equation model set to test the mediating role of office work in the relationship between organizational identification and organizationally induced identity work is shown in Figure 5.

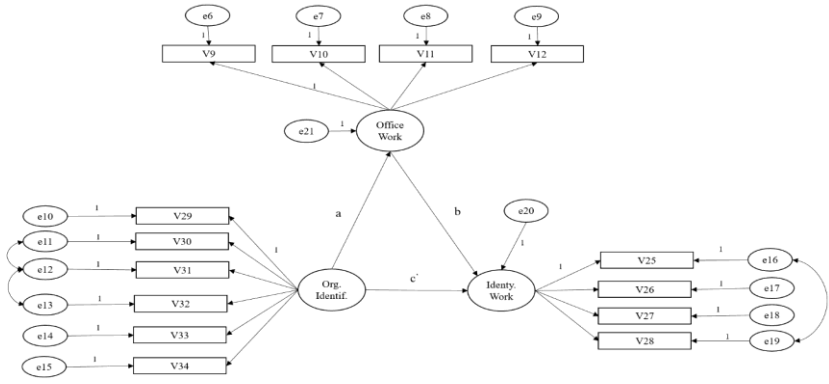


Figure 5. Modified Structural Equation Model of the Mediating Role of Office Work in the Relationship Between Organizational Identification and Organizationally Induced Identity Work

The first model was tested to reveal any possible mediation role of positive evaluations of office work in the relationship between identification and organizationally induced identity work. Since M.I. of e11-e12 is 7.912, of e12-e13 is 32.581, and of e16-e19 is 7.038, covariance was assigned between these error terms. These variables, which have high modification indices among the error terms, also have similar expressions on a theoretical basis. In this way, the goodness-of-fit values in the modified model in Table 9 were obtained.

Table 9. Model Fit Indices of the Mediating Role of Positive Evaluations of Office Work in the Relationship between Identification and Organizationally Induced Identity Work

Model	CMIN	DF	P	CMIN/DF	CFI	NFI	RMSEA	RMR	GFI	AGFI
Initial Model	178,158	74	,000	2,408	,942	,906	,081	,082	,889	,843
Modified Model	115,813	71	,001	1,631	,975	,939	,054	,072	,930	,897

The results are shown in Table 10. According to the results of the modified structural model analysis, organizational identification was found to be positively related to office work (β= 0,345; p<0,01). So, H_2 has been supported. Similarly, the mediating variable, positive evaluations of office work, was not found to have a significant and positive relationship with organizationally induced identity work (β= 0,109; p=0,128). H_3 has not been supported. However, even with the inclusion of the mediating variable, positive evaluations of office work, the path coefficient from organizational identification to organizationally induced identity work was still found to be significant (β= 0,456; p<0,01). Positive evaluations of office work, along with organizational identification, does not explain the variation (variance) in organizationally induced identity work.

Table 10. Direct Effect of Identification on Organizationally Induced Identity Work and Testing the Mediating Role of Positive Evaluations of Office Work in the Relationship between Identification and Organizationally Induced Identity Work

	Result Variables (N=216)			
	Office Work		Organizationally Induced Identity Work	
Predictor Variables	β	S.E.	β	S.E.
Organizational Identification (c path)	-	-	0,494***	0,087
R^2	-	-	0,244	
Organizational Identification (a path)	0,345***	0,072	-	
R^2	0,119***		-	
Organizational Identification (c' path)	-		0,456***	0,092
Office Work (b path)	-		0,109 (p=0,128)	0,090
R^2	-		0,254	
Indirect Effect			0,038 (-0,017-0,087)	

**: p < 0,05; ***: p < 0,01 S.E. Standard Error; The values in parentheses are the lower and upper confidence intervals. Bootstrap resampling: 5000. Standardized Beta Coefficient values have been reported. R^2 values show the explained variance.

To test whether the variable of office work plays a mediating role in the relationship between organizational identification and organizationally induced identity work, a path analysis based on the Bootstrap method was conducted. In analyses performed using the Bootstrap technique to test the mediation effect, it is necessary for the 95% Confidence Interval (CI) values obtained as a result of the analyses to not include the value of zero (0) in order for the research hypothesis to be supported (Gürbüz, 2019). According to Bootstrap results, organizational identification does not have a significant indirect effect on organizationally induced identity work through the adoption of office work (β= 0,038, %95 CI [-0,017-0,087]). These results indicate that the variable of adoption of office work does not have a mediating role in the relationship between organizational identification and structural identity work. H_4 has not been supported.

Secondly, a structural equation model was tested to show any possible mediating role of remote work in the relationship between organizational identification and organizationally induced identity work. The structural equation model is shown in Figure 6.

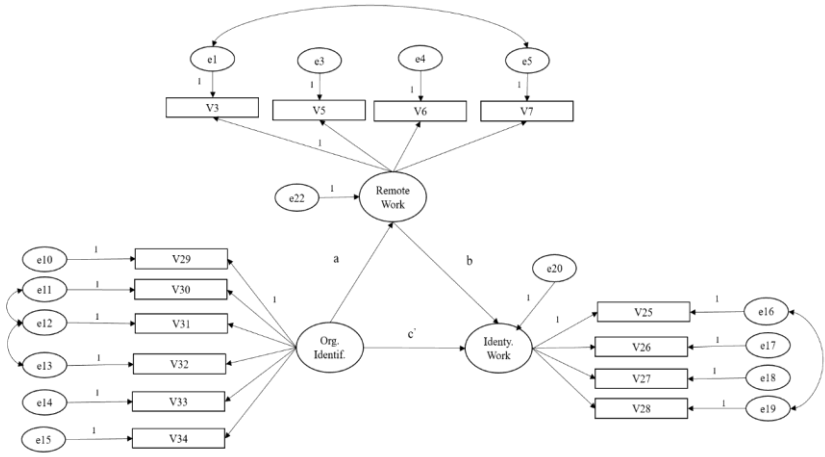


Figure 6. Modified Structural Equation Model of the Mediating Role of Remote Work in the Relationship between Identification and Organizationally Induced Identity Work

The model fit indices of the structural equation model to test the mediating role of having positive evaluations of remote work are shown in Table 11. In the first model, since the modification indices of e1-e5 is 10.936, of e11-e12 is 7.861, of e12-e13 is 32.107, and of e16-e19 is 6.594, covariance was assigned between

these error terms. Variables with high modification indices among the error terms also have similar theoretical expressions. In this way, the goodness-of-fit values in the modified model in Table 11 were obtained.

Table 11. Model Fit Indices of the Mediating Role of Positive Evaluations of Remote Work in the Relationship between Identification and Organizationally Induced Identity Work

Model	CMIN	DF	P	CMIN/DF	CFI	NFI	RMSEA	RMR	GFI	AGFI
Initial Model	202,791	74	,000	2,740	,926	,890	,090	,083	,878	,828
Modified Model	126,792	70	,000	1,811	,968	,931	,061	,074	,924	,887

The results are presented in Table 12.

Table 12. Direct Effect of Identification on Organizationally Induced Identity Work and Testing the Mediating Role of Positive Evaluations of Remote Work in the Relationship between Identification and Organizationally Induced Identity Work

	Result Variables (N=216)			
	Remote Work		Organizationally Induced Identity Work	
Predictor Variables	β	S.E.	β	S.E.
Organizational Identification (c path)	-	-	0,494***	0,087
R^2	-	-	0,244	
Organizational Identification (a path)	-0,028	0,060	-	
R^2	0,001		-	
Organizational Identification (c' path)	-		0,499***	0,085
Remote Work (b path)	-		0,182***(p=0,008)	0,101
R^2	-		0,277	
Indirect Effect			-0,005 (-0,038-0,021)	

**: p < 0,05; ***: p < 0,01 S.E. Standard Error; The values in parentheses are the lower and upper confidence intervals. Bootstrap resampling: 5000. Standardized Beta coefficient values have been reported. R^2 values show the explained variance.

According to the results, organizational identification does not predict remote work (β=-0,028; p=0,713). H_5 has not been supported. The mediating variable,

positive evaluations of remote work, was found to have a significant and positive relationship with organizationally induced identity work (β= 0,182; p=0,008). H_6 has not been supported. However, even with the inclusion of the mediating variable, positive evaluations of remote work, the path coefficient from organizational identification to organizationally induced identity work was still found to be significant (β= 0,499; p<0,01). Positive evaluations of remote work, along with organizational identification, explained 27,7% of the variation (variance) in organizationally induced identity work.

To test whether the variable of remote work plays a mediation role in the relationship between organizational identification and organizationally induced identity work, a structural equation based on the Bootstrap method was conducted. According to Bootstrap results, the indirect effect of organizational identification on organizationally induced identity work through the adoption of remote work was found to be insignificant (β=-0,005, %95 CI [-0,038-0,021]). This is because the lower and upper confidence interval values of Bootstrap, obtained using the percentage method, both include the value 0 (zero) (Gürbüz, 2019). These results indicate that the variable of remote work has no mediating role in the relationship between organizational identification and organizationally induced identity work. H_7 has not been supported. It should be noted here that virtually identical results were obtained even when the V4 variable was included in the analyses.

Discussion

This study shows that organizational identification is positively related to organizationally induced identity work. Therefore, it can be concluded that organizational identification is positively related to the employee's constitution of identity parallel to the organizational characteristics. This is consistent with arguments in previous studies (Brown & Toyoki, 2013; Mael & Ashforth, 1992, p. 104; Riketta & Van Dick, 2005, p. 505; Robertson, 2011; Stryker & Burke, 2000). Another key finding is that organizational identification is positively related to office work; however, organizational identification is not associated with remote work (Brown & Leite, 2023). Accordingly, employees with high organizational identification may prefer working from the office and may not prefer remote work. This finding supports the argument that as organizational identification increases, employees are more likely to be in the office (De Menezes & Kelliher, 2017; Martin & MacDonnell, 2012). Another key finding of the study is that while positive evaluations of remote work are associated with identity work, there is not any

significant relationship between positive evaluations of office work and identity work. This finding aligns with the argument that an employee who prefers spatial distance to the organization can engage in organizationally induced identity work. However, these findings suggest that preferring to be in the office should not be interpreted as an indication that organizationally induced identity work will be performed. This finding indicates that even if an employee prefers remote work, they can still constitute a new identity parallel to organizational characteristics. Accordingly, this argument indicates that even in the remote work or hybrid work preferred by many companies after the pandemic, organizationally induced identity work can be seen. The findings indicate that while identity work can occur independently of organizational resources and symbols, proximity to organizational resources does not guarantee that identity work will occur (Leonardi et al., 2024). Path analyses based on the Bootstrap methodology have shown that positive evaluations of office or remote work do not have any mediating role in the relationship between organizational identification and organizationally induced identity work.

The findings indicate that remote work versus office work does not have any role in the relationships between organizational identification and organizationally induced identity work. These findings also contribute to the research stream that investigates which factors are associated with identity work (Burke, 1980; Brown, 2022; Brown & Toyoki, 2013; Robertson, 2011; Simpson & Carroll, 2008; Stryker & Burke, 2000). In particular, this study contributes to the research stream in terms of explaining the role of work mode which is positively related (feeling happy and dynamic) to organizationally induced identity work (Ahuja et al., 2019; Ahuja et al., 2020; Alvesson & Robertson, 2016; Dornan et al., 2015; Mard, 2020; Rajan-Rankin, 2014; Steffan, 2021). Accordingly, employees can perform organizationally induced identity work if they prefer remote work. This indicates that institutional structures can be associated with individuals' identities, goals, schemas, or emotions can exert their effects in remote work (Lok, 2010; Thornton et al. 2012; Voronov, 2014). In other words, employees can be affected by organizational elements in remote work (Brown, 2022; Creed et al., 2010). Indeed, previous studies on institutional theory and identity work have put forward the argument that employees can engage in identity work parallel to the work they perform (Leung et al., 2014). This also suggests that the tools used in remote work and the interaction with customers in some way can stimulate the organizationally induced identity work (Alacovska, Bucher & Fieseler, 2025). However, the interesting point in the study is that positive evaluations of office work are not

related to identity work. This indicates that future studies need to answer the question: "What should organizations do to ensure that being embedded in corporate resources can play a role in identity work?"

Organizational identification can be seen in employees who prefer office work. However, no relationship was found between organizational identification and positive evaluations of remote work. This finding suggests that employees with organizational identification are more likely to have positive evaluations of office work, but indicates no significant relationship between organizational identification and having positive evaluations of remote work (De Menezes & Kelliher, 2017; Martin & MacDonnell, 2012). In this case, while working in the office still keeps its importance in terms of organizational identification, it was found that remote work did not have a significant relationship with organizational identification, as described in the paragraph above. This finding suggests that further research is necessary to examine how work mode relates to other factors such as organizational commitment and organizational citizenship. Further studies can investigate the relationship between the role of work mode, organizational commitment and citizenship. The close relationship between organizational identification and working from an office indicates that factors stemming from the Turkish context can also be associated with these findings (Özen, 2002). In the Turkish context, organizational identification can be higher due to the fact that employees working within a collectivist culture tend to identify themselves more strongly with their organizations and be more committed to them (Biçer, Erçek, Küskü, & Çakmak, 2011; Özen, 2002; Sargut, 2015). In this way, the desire to be with and work together within an organization in Turkish culture can also be related to other factors of organizational behavior (Özen, 2002; Polat & Meyda, 2011; Sargut, 2015). Therefore, future studies can investigate the relationship between these factors and work mode, as well as organizational-level factors.

Conclusion

This study uses a structural equation model to reveal the relationship between organizational identification, work mode, and organizationally induced identity work. Key implications of this study include the finding that organizational identification is associated with organizationally induced identity work, and positive evaluations of remote work are related to organizationally induced identity work. The other implication is that organizational identification is related to office work. However, organizational identification is not associated with remote work. The study also showed that positive evaluations of office and remote work do not

have any mediating role in the relationship between organizational identification and organizationally induced identity work.

Findings also indicate practical implications. In remote and hybrid work systems, which have become quite widespread after the COVID-19 pandemic, physical resources and symbols used in the office may need to be reflected in the remote work system in some way to ensure that employees have a high level of organizational identification (Leonardi et al., 2024). The fact that remote work affects organizationally induced identity work indicates that employees in remote or hybrid work systems can experience identity work in parallel with organizational characteristics. In this way, remote work differs from the office work in the development of organizationally induced identity work.

This study has some methodological limitations. The scales of work modes and organizationally induced identity work used in this study drew on previous studies but were not pilot-tested (Brown, 2017; Johanson & Brooks, 2009; Serafini & Adams, 2002, p. 370). Other limitations include the fact that data collected from different sectors were evaluated together to reach the study findings, and the potential impact of these sectors was not considered. Furthermore, the use of a cross-sectional method and self-report data collection, as well as the preference for convenience sampling, are other limitations. The fact that the Skewness/Kurtosis critical ratios for some variables in the CFA analysis exceeded the ±3 acceptance limit can be considered a limitation. Finally, another constraint is making causal inferences when interpreting the relationships between factors. Further studies can utilize qualitative data, conduct sector-based comparisons, and investigate the relationship between the work mode and the actual work mode, and the micro-level factors affecting this relationship.

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Appendix

Survey Questions

Positive Evaluations of Remote Work
V3: I feel autonomous when I work remotely.
V5: I feel more energized when working remotely.
V6: I think I perform better at work while working remotely.
V7: Working remotely makes me happier.
Positive Evaluations of Office Work
V9: When I work in the office, I can plan and organize my work more effectively.
V10: I feel more energized when I work in the office.
V11: I think I perform better at work while working in the office.
V12: Working in the office makes me happier.

Positive Evaluations of Remote Work
Organizationally Induced Identity Work*
V25: How I define myself can change depending on how this company defines me.
V26: The symbols associated with my job (clothing, work environment, logos, etc.) influence how I define myself.
V27: My definition of myself can change depending on the values and beliefs of this company.
V28: Recent events involving this company (its success, failure, receiving praise, etc.) influence how I define myself.
Organizational Identification**
V29: When someone criticizes the company I work for, I feel like I'm being criticized myself.
V30: I care about what others think of this organization.
V31: When referring to this company, I use the word "we" instead of "I".
V32: The successes of this company are also my successes.
V33: When this company receives praise, I feel it's a personal compliment.
V34: I feel embarrassed when I see news in the media criticizing this company.

***:** Items developed drawing on Serafini and Adams (2002, p. 370) and Brown (2017).

**: The scale adapted from the studies of Mael and Ashforth (1992) and Mael and Tetrick (1992).